

Local Food Promotion Program (LFPP) Final Performance Report

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to LFPP staff to avoid delays:

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

Should you need to mail your documents via hard copy, contact LFPP staff to obtain mailing instructions.

Report Date Range: (e.g. September 30, 20XX-September 29, 20XX)	September 30, 2014 – March 30, 2015
Authorized Representative Name:	Maureen McNamara Best
Authorized Representative Phone:	540.339.6266
Authorized Representative Email:	maureen@leapforlocalfood.org
Recipient Organization Name:	Local Environmental Agriculture Project
Project Title as Stated on Grant Agreement:	LEAP Community Incubator Kitchen and Local Food Hub
Grant Agreement Number: (e.g. 14-LFPPX-XX-XXXX)	14-LFPPX-VA-0166
Year Grant was Awarded:	2014
Project City/State:	Roanoke, VA
Total Awarded Budget:	\$25,000

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

☒ Same Authorized Representative listed above (check if applicable).

☐ Different individual: Name: _____; Email: _____; Phone: _____

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.
 - i. Goal/Objective 1: Increase market outlets for regional food producers.
 - a. Progress Made: LEAP completed planning for the development and construction of the LEAP Community Incubator Kitchen and Local Food Hub, which will increase market outlets for regional food producers. LEAP created the layout and design of the Kitchen Hub through a series of stakeholder meetings. At each of these stakeholder meetings, we collected feedback and refined the design (completed Workplan Item 1.1). LEAP presented the draft layout at a community meeting (November 12, 2014) and we collected additional feedback that we incorporated into our final design. After the meeting, LEAP submitted the final mock-up design (completed Workplan Item 1.2) to the architect. LEAP has also researched existing community kitchens, food hubs, and mobile markets to learn from other organizations and ensure that LEAP is implementing best known practices (Workplan Items 2.1 and 2.2). With the information gathered from other kitchens and additional research, LEAP has developed a management and business plan for the Kitchen Hub, as well as standard operating procedures for the Kitchen (Workplan Items 2.2 and 2.3). Additionally, LEAP researched funding opportunities and developed a funding plan for the first three years of the Kitchen Hub operation. LEAP has identified grant opportunities to fund portions of Kitchen Hub staffing, programming, and operations (Workplan Items 3.1 and 3.2).
 - b. Impact on Community: The community-based design process ensures that the space and our programs will meet the needs of regional food producers and help them expand their market outlets. For example, we developed the kitchen equipment list based on stakeholder feedback to meet food producer needs.
 - ii. Goal/Objective 2: Provide local food entrepreneurs with certified commercial kitchen space.
 - a. Progress Made: LEAP completed the design and layout and the required drawings for the LEAP Community Kitchen (Workplan Items 1.2 and 1.3). LEAP applied for and received a special zoning exception and building permit and we are ready to move forward with Kitchen Hub construction. To make the best use of the space and to create a sustainable Kitchen Hub, LEAP reached out to other shared commercial kitchens. We spoke with representatives of Union Kitchen in Washington, DC and Cook ‘N Nook in Richmond, VA and visited Greensgrow Farms Community Kitchen in Philadelphia (Workplan Item 2.1). In November 2014, LEAP was awarded a \$100,000 grant from the Roanoke Women’s Foundation of the Foundation for the Roanoke Valley to construct the kitchen space

- (Workplan Item 3.1). This funding will cover the majority of construction costs, but LEAP needs to secure additional funding for equipment and for operations for the first three years (Workplan Item 3.1-3.2). LEAP has received bids for construction from three companies. We working on covering our funding gap and then will select a contractor. Construction will take approximately 45 days and the Kitchen Hub is projected to open in Fall 2015.
- b. Impact on Community: Once open, the Kitchen will be an affordable space for food entrepreneurs to launch or expand their business. The Kitchen will also provide support services and link entrepreneurs to community resources to help entrepreneurs succeed.
- iii. Goal/Objective 3: Create a food hub for producers to store food to be further distributed.
 - a. Progress Made: The food hub was part of our Kitchen Hub design meetings with stakeholders. LEAP is in conversation with the West End Center for Youth (property owner) about where we can install on-site food-hub related storage and refrigeration. We have a temporary plan in place for the 2015 growing season when we will pilot our food hub (Workplan Items 1.1-1.3). LEAP has spoken extensively with Good Food-Good People (GFGP), a food aggregator and distributor based in neighboring Floyd County. GFGP has helped LEAP plan the operation of the food hub and Mobile Market. The information and best practices collected in meetings with GFGP to date (Workplan Item 2.1) formed the basis for our food hub and mobile market standard operating procedures, completed in March 2015 (Workplan Items 2.2-2.3).
 - b. Impact on Community: Once established, the Kitchen Hub will further support local food producers because LEAP will buy produce for regional producers and store for further distribution via the Mobile Market. The Kitchen will increase consumer access to local and healthy food.
 - iv. Goal/Objective 4: Increase food access in West End and other food deserts through the mobile market.
 - a. Progress Made: Throughout the fall and winter, LEAP researched other successful mobile market programs to establish best practices. LEAP visited the Greensgrow Farms Mobile Market in Philadelphia, PA and spoke with organizations/ businesses who have or currently operate mobile markets including GFGP, Sustain Floyd, LoMo Market and Farm Truck 912 (Workplan Item 2.1). Sites for summer 2015 have been finalized and include locations in the following census tracts (all considered food deserts): 51770000100, 51770002500, 51770002600, 51770002700, and 51770002800. LEAP has developed an outreach plan to help us reach residents in these underserved communities.
 - b. Impact on Community: LEAP's partnership with the Healthy Start Initiative will allow the LEAP and the Mobile Market to increase affordable healthy food access in existing food deserts in SE and NW Roanoke.
 - v. Goal/Objective 5: Provide space for health, nutrition, and cooking programs.

- a. Progress Made: The Kitchen design places a premium on flexibility, ensuring that it can be used for both commercial production and educational programs and cooking classes (Workplan Item 1). The Kitchen is also connected to the Community Room operated by Freedom First Credit Union (FFCU), a conference/classroom space used primarily for community education efforts. The flexible Kitchen design and the Community Room create an ideal space for education efforts. Virginia Cooperative Extension Family Nutrition Program (VCE FNP) is a key LEAP partner, and a representative from VCE FNP was involved in the kitchen design planning process.
 - b. Impact on Community: The VCE FNP already teaches classes and hosts cooking demonstrations at the Kitchen Hub location (in the Community Room and at the West End Community Market). The Kitchen will allow VCE and other similar programs to expand their services and reach more residents.
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 20__). Include further explanation if necessary.
Since this is a planning project, none of these metrics are applicable.
 - i. Number of direct jobs created: n/a
 - ii. Number of jobs retained: n/a
 - iii. Number of indirect jobs created: n/a
 - iv. Number of markets expanded: n/a
 - v. Number of new markets established: n/a
 - vi. Market sales increased by \$insert dollars and increased by insert percentage%. n/a
 - vii. Number of farmers/producers that have benefited from the project: n/a
 - a. Percent Increase: n/a
3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?
n/a
4. Discuss your community partnerships.
 - i. Who are your community partners? The Kitchen Hub would not be possible without the support from The West End Center for Youth (WEC, owner of the building where the Kitchen Hub will be located) and Freedom First Credit Union (FFCU, co-tenant in the building). Other key partners include: Good Food-Good People (GFGP, a food aggregator and distributor), the Healthy Start Initiative and member organizations (a collaboration funded by United Way of the Roanoke Valley), and Healthy Roanoke Valley (partnership of community organizations dedicated to improve health outcomes).
 - ii. How have they contributed to the overall results of the LFPP project? WEC and FFCU have worked closely with LEAP during the planning phase especially related to site reviews and operational plans for the space. GFGP has provided time and expertise to help LEAP plan a successful food hub and Mobile Market.

The partner organizations in Healthy Start Initiative have helped LEAP select Mobile Market sites and create effective outreach for the Mobile Market that engages families and individuals in low income neighborhoods.

- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant? WEC and FFCU will continue to be critical partners throughout the planning and construction process. FFCU will also provide financial education and services to future Kitchen Hub tenants (new and existing businesses). GFPG will continue to provide expertise related to the food hub and Mobile Market and will be a wholesale supplier for the food hub and Mobile Market. LEAP will implement the Mobile Market in close partnership with the Healthy Start Initiative and most of the Mobile Market stops will take place at or near Head Start centers that house other Healthy Start programming. LEAP will utilize the existing networks of Healthy Start partners to reach out to target populations for the Mobile Market. Healthy Roanoke Valley will also be an important partner with the Mobile Market. In 2015, LEAP is working with Healthy Roanoke Valley to launch a Fresh Food Rx (produce prescription) program; the Mobile Market will provide fresh, local produce to program participants.

- 5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

In October and November LEAP contracted with Community Works to facilitate stakeholder meetings to develop the kitchen design (report included with Request 2). Community Works allowed LEAP staff to engage more fully in stakeholder meetings and maximized the efficiency of the process. In the Kitchen design process, contractors Interactive Design Group (IDG) and PCD Engineering translated the Kitchen layout plan into a set of detailed architectural drawings and engineering plans. IDG had prior experience with this building and provided LEAP with guidance on City and zoning regulations for the space. PCD donated 50% of the cost of the design work which we would not have otherwise been able to afford. The contractors' work was critical in the planning process and allowed LEAP to plan to start construction of the Kitchen soon (planned for summer 2015).

- 6. Have you publicized any results yet?*

- i. If yes, how did you publicize the results?

During the planning process, LEAP hosted a final stakeholder meeting with all participants and other interested community members where we presented the draft kitchen design and collected feedback. On December 2, LEAP published a press release with information about the Community Kitchen, including the LFPP planning award and the grant from Roanoke Women's Foundation for Kitchen construction. As a result of the press release, the plans for the Kitchen Hub were featured on two local television stations (WSLS10

<http://www.wsls.com/video?clipId=10910794&autostart=true> and WDBJ7

[http://www.wdbj7.com/video/leap-for-local-food-receives-100000-](http://www.wdbj7.com/video/leap-for-local-food-receives-100000-grant/30043450)

[grant/30043450](http://www.wdbj7.com/video/leap-for-local-food-receives-100000-grant/30043450)) and a local radio station (WFIR [http://wfirnews.com/local-](http://wfirnews.com/local-news/100k-grant-to-help-start-ups-prepare-locally-grown-food-products-for-year-)

[news/100k-grant-to-help-start-ups-prepare-locally-grown-food-products-for-year-](http://wfirnews.com/local-news/100k-grant-to-help-start-ups-prepare-locally-grown-food-products-for-year-)

[round-sale](#)). LEAP also posted draft Kitchen plans and 3-D images of the Kitchen plans (developed by a LEAP volunteer) on our website (www.leapforlocalfood.org/leap-community-kitchen/). In February 2015, Kitchen plans were featured as part of a story on LEAP in the Roanoke Times (http://www.roanoke.com/news/local/leap-works-to-connect-the-dots-between-food-producers-consumers/article_82002c75-dd15-52a5-9cd1-b6132516de24.html). The Roanoke Natural Foods Co-op published a story in their quarterly magazine (The Cooptimist) on LEAP, including the Kitchen plans (pdf attached).

- ii. To whom did you publicize the results? LEAP publicized results to 1) interested stakeholders and community members, 2) visitors to the LEAP website, newsletter, and social media pages, and 3) members of the general public through television, newspaper, and radio.
- iii. How many stakeholders (i.e. people, entities) did you reach? At the final planning meeting, 13 people representing 11 organizations were present (not including LEAP staff and the Community Works consultant). Updates and information about the Kitchen Hub has been distributed through LEAP newsletters (over 300 subscribers), social media (over 3,650 people/organizations) over the past four months, and television, radio and print media (mentioned above).

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

7. Have you collected any feedback from your community and additional stakeholders about your work?
 - i. If so, how did you collect the information? The Kitchen planning process to create the layout and design relied heavily on gathering feedback from community stakeholders. The planning process was iterative and we incorporated feedback from each meeting or conversation into our Kitchen design. We also spoke informally with a number of current and potential stakeholders and listened to their thoughts about the space, design, and management.
 - ii. What feedback was relayed (specific comments)? One comment we often heard during the design process was that tenants need specific equipment in a commercial kitchen (e.g. commercial mixer) or else renting the Kitchen will not be worth their time and money. Throughout the process we continued to revise our equipment list and layout to meet the needs of potential food entrepreneurs. According to one current food producer who cooks and sells pies, lasagnas, salsa and baked goods through her small business “It’s very hard to find an approved kitchen that has the equipment that you need and doesn’t charge you an arm and a leg.” She states “I’m very excited” about the opening of the kitchen. In speaking with a potential start-up food entrepreneur, he stated “I have a great idea and plan for a food business but I haven’t been able to launch it yet since there isn’t a commercial kitchen in the area that meets my needs. I’ve thought about launching my business in another city that has a shared commercial kitchen, but I’m not ready to leave Roanoke.”

8. Budget Summary:

- i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: X
- ii. Did the project generate any income? No
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

9. Lessons Learned:

- i. Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

One of the biggest lessons that we learned during the planning process is that even though we have a small space to build out for the Kitchen Hub, the cost of construction is more than we anticipated. The mechanical, plumbing and electrical needs (hood, fire suppression and ventilation systems especially) are very expensive for commercial kitchens regardless of size.

In creating the timeline for the planning grant, we thought we were being very conservative with our project deadlines. We were able to create our design relatively quickly, but it took a lot longer to get our final plans (architectural and engineering) and building permit than we anticipated. The small space with high energy loads made the engineering design complicated. We had not sufficiently planned for the various city requirements (special use zoning permit, wastewater and grease trap regulations, building codes, etc.) that required significant time. Thankfully, our contractors IDG and PCD had experience with these processes and gave us guidance. In addition, the government entities that we worked with were supportive and helpful.

We learned a lot by visiting and talking to other community kitchens, mobile markets, and food hubs. It was helpful to speak with people from other projects throughout our planning process. We were able to learn about and incorporate lessons from the successes and failures of other projects.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:

LEAP staff had experience with commercial kitchens and the related food safety requirements. Without this background, LEAP would have had a harder time navigating all the regulatory requirements and kitchen plan review processes. If another organization goes through the same process, it would be good to have someone with commercial kitchen experience whether that be someone on staff, in the architectural or engineering firm or an outside consultant.

10. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.

The LFPP planning project allowed LEAP to plan the Kitchen Hub and turn this project into a reality. The Kitchen Hub is planned and we are ready to move onto implementation stage of the project.

The Kitchen Hub will consist of three components: a shared commercial kitchen space that will serve as a small business incubator, a small-scale food hub, and the LEAP Mobile Market that will operate out of the food hub. As we move forward, our objectives are to (1) support an increase in production of local foods; (2) expand access to healthy local foods in low-income, low-access neighborhoods; (3) provide space for food, cooking, and health education and programming.

We expect that in the first two years, the Kitchen Hub will support 12 tenants (estimate will create/retain 18 jobs). We will provide business incubator support to tenants which will include assistance with business planning, food safety, regulatory compliance, product marketing and distribution. We also plan to have five Mobile Market stops in the first year (all in low-income low-access areas). We will add three additional stops per year in the following two years (8 stops in 2016, 11 stops in 2017). Through the expansion of the Mobile Market and additional local food production supported by the Kitchen Hub, we anticipate that the dollar value of sales at all LEAP markets (Grandin and West End Community Markets and Mobile Market) will increase from \$118,000 in 2014 to \$147,000 in 2017. We expect that 50% of mobile market customers will report that shopping at the market makes it easier for them to buy fresh local produce and that shopping at the market allows them to increase their fruit and vegetable consumption. The Community Kitchen and Mobile Market components of the Kitchen Hub will increase production of local food. LEAP will purchase produce for the Mobile Market from local producers (within 100 miles) and the Kitchen will allow producers and food entrepreneurs to make value-added products from locally grown produce.

The Kitchen Hub also provides space for community education related to food, cooking, and health. Our strong community partners will have additional space to increase food and nutrition education programming. We expect the Kitchen to host at least 48 education programs in the first two years.

- ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals? During the planning period, we conducted a lot of research and had initial conversations with many community partners and potential Kitchen tenants. Once the Kitchen is under construction, we will need take these conversations and plans

to next stage. To implement the Kitchen Hub project, we will actively recruit tenants, formalize relationships with additional community partners, and collect community input on and plan educational programming.